

Business Reference Model

Element ID	Element Name	Element Description
BRM	Business Reference Model	The Business Reference Model (BRM) is a function-driven framework for describing the business operations independent of the organizations that perform the. The Business Reference Model provides an organized, hierarchical construct for describing the day-to-day business operations.
BRM 1	Services for Citizens (BRM)	The Services for Citizens Business Area describes the mission and purpose of State government in terms of the services it provides both to and on behalf of Californians. It includes the delivery of person-focused, public, and collective goods and/or benefits as a service and/or obligation of State government to the benefit and protection of the State's general population.
BRM 1.01	Community and Social Services (BRM)	Community and Social Services includes all activities aimed at creating, expanding, or improving community and social development, social relationships, and social services in California. This includes all activities aimed at locality-specific or statewide social development and general social services. This Line of Business includes general community development and social services programs, as well as earned and unearned benefit programs that promote these objectives.
BRM 1.01.1	Homeownership Promotion (BRM)	Homeownership Promotion includes activities devoted to assisting citizens interested in buying homes and educating the public as to the benefits of homeownership. NOTE: Activities devoted to the provision of housing to low-income members of the public are located in the Housing Assistance Sub-Function.
BRM 1.01.2	Community and Regional Development (BRM)	Community and Regional Development involves activities designed to assist communities in preventing and eliminating blight and deterioration, assist economically distressed communities, and encourage and foster economic development through improved public facilities and resources.
BRM 1.01.3	Social Services (BRM)	Social Services are designed to provide meaningful opportunities for social and economic growth of the disadvantaged sector of the population in order to develop individuals into productive and self-reliant persons and promote social equity. Included in this category are social welfare services extended to children and adults with special needs, such as the orphaned, neglected, abandoned, disabled, etc. Such services include family life education and counseling, adoption, guardianship, foster family care, rehabilitation services, etc. Note: This Sub-function does not include services that are primarily for income support (e.g., Income Security) or are an integral part of some other Line of Business (e.g., Health, Workforce Management, etc.).
BRM 1.02	Correctional Activities (BRM)	Correctional Activities involves all State activities that ensure the effective incarceration and rehabilitation of convicted criminals.
BRM 1.02.1	Criminal Incarceration (BRM)	Criminal Incarceration includes activities associated with the housing, custody and general care of criminals serving time in penitentiaries.
BRM 1.02.2	Criminal Rehabilitation (BRM)	Criminal Rehabilitation includes all government activities devoted to providing convicted criminals with the educational resources and life skills necessary to rejoin society as responsible and contributing members.
BRM 1.03	Defense and Security (BRM)	Defense and Security protects and advances California interests in deterring attacks against California's people, infrastructure and environment and, if deterrence fails, decisively defeat threats to those interests.
BRM 1.03.1	Strategic Defense (BRM)	Strategic Defense involves establishing objectives; sequencing initiatives; defining limits and assessing risks for the use of the military; developing plans to achieve these objectives; and providing military forces and other capabilities in accordance with strategic plans.

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BRM 1.03.2	Operational Defense (BRM)	Operational Defense involves linking tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events.
BRM 1.03.3	Tactical Defense (BRM)	Tactical Defense involves focusing on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives.
BRM 1.04	Disaster Management (BRM)	Disaster Management involves the activities required to prepare for, mitigate, respond to, and repair the effects of all disasters, whether natural or manmade.
BRM 1.04.1	Disaster Monitoring and Prediction (BRM)	Disaster Monitoring and Prediction involves the actions taken to predict when and where a disaster may take place and communicate that information to affected parties. Note: Weather forecasting, while central to Disaster Monitoring and Prediction, is more closely aligned with the “Environmental Monitoring and Forecasting” sub-function in the Environmental Management Line of Business.
BRM 1.04.2	Disaster Preparedness and Planning (BRM)	Disaster Preparedness and Planning involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers, and mitigation focused construction and preparation.
BRM 1.04.3	Disaster Repair and Restore (BRM)	Disaster Repair and Restore involves the cleanup and restoration activities that take place after a disaster. This involves the cleanup and rebuilding of homes, buildings, roads, environmental resources, or infrastructure that may be damaged due to a disaster.
BRM 1.04.4	Emergency Response (BRM)	Emergency Response involves the immediate actions taken to respond to a disaster. These actions include, but are not limited to, providing mobile telecommunications, operational support, power generation, search and rescue, and medical life-saving actions.
BRM 1.05	Economic Development (BRM)	Economic Development includes the activities required to promote commercial/industrial development and to regulate the California financial industry to protect investors. It also includes the management and control of the domestic economy and the money supply, and the protection of intellectual property and innovation.
BRM 1.05.1	Business and Industry Development (BRM)	Business and Industry Development supports activities related to the creation of economic and business opportunities and stimulus, and the promotion of financial and economic stability for corporations and citizens involved in different types of business.
BRM 1.05.2	Industry Sector Income Stabilization (BRM)	Industry Sector Income Stabilization involves all programs and activities devoted to assisting adversely impacted industrial sectors (e.g., farming, commercial transportation, etc.) to ensure the continued availability of their services for the public and the long-term economic stability of these sectors.
BRM 1.05.3	Intellectual Property Protection (BRM)	Intellectual Property Protection involves all activities to protect and promote the ownership of ideas and control over the tangible or virtual representation of those ideas, including inventions and discoveries; literary and artistic works; and symbols, names, images, and designs used in commerce.
BRM 1.05.4	Financial Sector Oversight (BRM)	Financial Sector Oversight involves the regulation of private sector firms and markets (e.g., stock exchanges, corporations, etc.) to protect investors from fraud, monopolies, and illegal behavior. This also includes deposit protection.

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BRM 1.06	Education (BRM)	Education refers to those activities that impart knowledge or understanding of a particular subject to the public. Education can take place at a formal school, college, university or other training program. This Line of Business includes all government programs that promote the education of the public, including both earned and unearned benefit programs.
BRM 1.06.1	Elementary, secondary, and vocational education (BRM)	Elementary, Secondary, and Vocational Education refers to the provision of education in elementary subjects (reading and writing and arithmetic); education provided by a high school or college preparatory school; and vocational and technical education and training.
BRM 1.06.2	Higher education (BRM)	Higher Education refers to education beyond the secondary level; specifically, education provided by a college or university.
BRM 1.06.3	Cultural and Historic Preservation (BRM)	Cultural and Historic Preservation involves all activities performed by State government to collect and preserve information and artifacts important to the culture and history of California and its citizenry; and, the education of California and United States citizens, and the world.
BRM 1.06.4	Cultural and Historic Exhibition (BRM)	Cultural and Historic Exhibition includes all activities undertaken by the California government to promote education through the exhibition of cultural, historical, and other information, archives, art, etc.
BRM 1.07	Energy (BRM)	Energy refers to all actions performed by the government to ensure the procurement and management of energy resources, including the production, sale and distribution of energy, as well as the management of spent fuel resources. Energy management includes all types of mass-produced energy (e.g., hydroelectric, nuclear, wind, solar, or fossil fuels). Also included in this Line of Business is the oversight of private industry.
BRM 1.07.1	Energy Supply (BRM)	Energy Supply involves all activities devoted to ensuring the availability of an adequate supply of energy for California and its citizens.
BRM 1.07.2	Energy Conservation and Preparedness (BRM)	Energy Conservation and Preparedness involves protection of energy resources from over consumption to ensure the continued availability of fuel resources and to promote environmental protection. This Line of Business also includes measures taken to ensure the provision of energy in the event of an emergency.
BRM 1.07.3	Energy Resource Management (BRM)	Energy Resource Management involves the management and oversight of energy producing resources including facilities, dams, land, and offshore resources.
BRM 1.07.4	Energy Production (BRM)	Energy Production involves the transformation of raw energy resources into useable, deliverable energy.
BRM 1.08	Environment Management (BRM)	Environmental Management includes all functions required to monitor the environment and weather, determine proper environmental standards and ensure their compliance, and address environmental hazards and contamination.
BRM 1.08.1	Environmental Monitoring and Forecasting (BRM)	Environmental Monitoring and Forecasting involves the observation and prediction of environmental conditions. This includes but is not limited to the monitoring and forecasting of water quality, water levels, ice sheets, air quality, regulated and non-regulated emissions, as well as the observation and prediction of weather patterns and conditions.
BRM 1.08.2	Environmental Remediation (BRM)	Environmental Remediation supports the immediate and long-term activities associated with the correcting and offsetting of environmental deficiencies or imbalances, including restoration activities.
BRM 1.08.3	Pollution Prevention and Control (BRM)	Pollution Prevention and Control includes activities associated with identifying appropriate pollution standards and controlling levels of harmful substances emitted into the soil, water and atmosphere from manmade sources. Environmental mitigation projects are also included in this business line.

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BRM 1.09	General Science and Innovation (BRM)	General Science and Innovation includes all State activities to advance knowledge in this area. This includes general research and technology programs, space exploration activities, and other research and technology programs that have diverse goals and cannot be readily classified into another Line of Business or Sub-function.
BRM 1.09.1	Scientific and Technology Research & Innovation (BRM)	Scientific and Technological Research and Innovation includes all State activities whose goal is the creation of new scientific and/or technological knowledge as a goal in itself, without a specific link to the other LoBs or Sub-functions of the BRM. NOTE: Research and development programs that directly support another Service for Citizen should not be included here.
BRM 1.09.2	Space Exploration and Innovation (BRM)	Space Exploration and Innovation includes all activities devoted to innovations directed at human and robotic space flight and the development and operation of space launch and transportation systems, and the general research and exploration of outer space.
BRM 1.10	Health (BRM)	Health involves State programs and activities to ensure and provide for the health and wellbeing of the public. This includes the direct provision of health care services and immunizations as well as the monitoring and tracking of public health indicators for the detection of trends and identification of widespread illnesses/diseases. It also includes both earned and unearned health care benefit programs.
BRM 1.10.1	Access to Care (BRM)	Access to Care focuses on the access to appropriate care. This includes streamlining efforts to receive care; ensuring care is appropriate in terms of type, care, intensity, location and availability; providing seamless access to health knowledge, enrolling providers; performing eligibility determination, and managing patient movement.
BRM 1.10.2	Population Health Management and Consumer Safety (BRM)	Population Health Management and Consumer Safety assesses health indicators and consumer goods and products as a means to protect and promote the health of the general population. This includes monitoring of health, health planning, and health management of humans, animals, animal products, and plants, as well as tracking the spread of diseases and pests. Also includes evaluation of consumer goods and products, drug, and foods to assess the potential risks and dangers; education of the consumer and the general population; and facilitation of health promotion and disease and injury prevention.
BRM 1.10.3	Health Care Administration (BRM)	Health Care Administration assures that State health care resources are expended effectively to ensure quality, safety, and efficiency. This includes managing health care quality, cost, workload, utilization, and fraud/abuse efforts.
BRM 1.10.4	Health Care Delivery Services (BRM)	Health Care Delivery Services provides and supports the delivery of health care to its beneficiaries. This includes assessing health status; planning health services; ensuring quality of services and continuity of care; and managing clinical information and documentation.
BRM 1.10.5	Health Care Research & Health Provider Education (BRM)	Health Care Research and Provider (including practitioner and public health worker) Education fosters advancement in health discovery and knowledge. This includes developing new strategies to handle diseases; promoting health knowledge advancement; identifying new means for delivery of services, methods, decision models and practices; making strides in quality improvement; managing clinical trials and research quality; and providing for provider education.
BRM 1.11	Homeland Security (BRM)	Homeland Security involves protecting California against terrorist attacks. This includes analyzing threats and intelligence, guarding borders and airports, protecting critical infrastructure, and coordinating responses to emergencies.

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BRM 1.11.1	Border and Transportation Security (BRM)	Border and Transportation Security includes appropriately facilitating or deterring entry and exit of people, goods, and conveyances at and between California ports of entry, as well as ensuring the security of transportation and infrastructure networks, facilities, vehicles, and personnel within California.
BRM 1.11.2	Key Asset and Critical Infrastructure Protection (BRM)	Key Asset and Critical Infrastructure Protection involves assessing key asset and critical infrastructure vulnerabilities and taking direct action to mitigate vulnerabilities, enhance security, and ensure continuity and necessary redundancy in government operations and personnel.
BRM 1.11.3	Catastrophic Defense (BRM)	Catastrophic Defense involves the development of technological countermeasures (e.g., chemical, biological, radiological and nuclear [CBRN]) to terrorist threats, conducting laboratory testing on new and promising devices, and conducting basic and applied science that can lead to the development of countermeasures.
BRM 1.12	Income Security (BRM)	Income Security includes activities designed to ensure that members of the public are provided with the necessary means – both financial and otherwise – to sustain an adequate level of existence. This includes all benefit programs, both earned and unearned, that promote these goals for members of the public.
BRM 1.12.1	General Retirement and Disability (BRM)	General Retirement and Disability involves the development and management of retirement benefits, pensions, and income security for those who are retired or disabled.
BRM 1.12.2	Unemployment Compensation (BRM)	Unemployment Compensation provides income security to those who are no longer employed, while they seek new employment.
BRM 1.12.3	Housing Assistance (BRM)	Housing Assistance involves the development and management programs that provide housing to those who are unable to provide housing for themselves including the rental of single-family or multifamily properties, and the management and operation of State supported housing properties.
BRM 1.12.4	Food and Nutrition Assistance (BRM)	Food and Nutrition Assistance involves the development and management of programs that provide food and nutrition assistance to those members of the public who are unable to provide for these needs themselves.
BRM 1.12.5	Survivor Compensation (BRM)	Survivor Compensation provides compensation to the survivors of individuals currently receiving or eligible to receive benefits from State government. This includes, but is not limited to, survivors such as spouses or children of veterans or wage earners eligible for social security payments.
BRM 1.13	Intelligence Operations (BRM)	Intelligence Operations involves collecting and analyzing information to meet the national security challenges of California by processing reliable, accurate intelligence, and disseminating intelligence products to policymakers, military commanders, and other consumers.
BRM 1.13.1	Intelligence Planning and Direction/Needs (BRM)	Intelligence Planning and Direction/Needs – establishes the intelligence requirements of the Governor, the Office of Homeland Security, the Military Department, and other officials in major departments and governmental agencies.
BRM 1.13.2	Intelligence Collection (BRM)	Intelligence Collection involves the gathering of raw data from multiple sources from which finished intelligence is produced.
BRM 1.13.3	Intelligence Analysis & Production (BRM)	Intelligence Analysis and Production converts large amounts of data to a form suitable for the production of finished intelligence to include translation, decryption, and interpretation of information stored on film and magnetic media through the use of highly refined photographic and electronic processes.
BRM 1.13.4	Dissemination (BRM)	Dissemination consists of delivering the intelligence products to consumers.

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BRM 1.14	International Affairs and Commerce (BRM)	International Affairs and Commerce involves the non-military activities that promote California policies and interests beyond our national borders, including the negotiation of agreements and conflict resolution. In addition, this function includes: foreign economic development and social/political development; humanitarian, technical and other developmental assistance to key nations; and global trade.
BRM 1.14.1	Global Trade (BRM)	Global Trade refers to those activities State government undertakes to advance worldwide economic prosperity by increasing trade through the opening of overseas markets and freeing the flow of goods, services, and capital.
BRM 1.15	Law Enforcement (BRM)	Law Enforcement involves activities to protect people, places, and things from criminal activity resulting from non-compliance with California laws. This includes patrols, undercover operations, response to emergency calls, as well as arrests, raids, and seizures of property.
BRM 1.15.1	Criminal Apprehension (BRM)	Criminal Apprehension involves activities associated with the tracking, arrest, detention, and transportation of groups or individuals believed to be responsible for committing State crimes.
BRM 1.15.2	Criminal Investigation and Surveillance (BRM)	Criminal Investigation and Surveillance includes collecting evidence required to determine responsibility for a crime and monitoring and questioning affected parties.
BRM 1.15.3	Citizen Protection (BRM)	Citizen Protection involves all activities performed to protect the general population of California from criminal activity.
BRM 1.15.4	Crime Prevention (BRM)	Crime Prevention entails all efforts designed to create safer communities through the control and reduction of crime by addressing the causes of crime and reducing opportunities for crimes to occur.
BRM 1.15.5	Leadership Protection (BRM)	Leadership Protection involves all activities performed to protect the health and well being of high-level government officials.
BRM 1.15.6	Property Protection (BRM)	Property Protection entails all activities performed to ensure the security of civilian and government property.
BRM 1.15.7	Substance Control (BRM)	Substance Control supports activities associated with the enforcement of laws regarding legal substances (e.g., alcohol and tobacco) and illegal narcotics.
BRM 1.16	Litigation and Judicial Activities (BRM)	Litigation and Judicial Activities refers to those activities relating to the administration of justice.
BRM 1.16.1	Judicial Hearing (BRM)	Judicial Hearings includes activities associated with proceedings (usually by a court of law) where evidence is taken for the purpose of determining an issue of fact and reaching a decision based on that evidence.
BRM 1.16.2	Legal Defense (BRM)	Legal Defense includes those activities associated with the representation of a defendant in a criminal or civil proceeding.
BRM 1.16.3	Legal Investigation (BRM)	Legal Investigation includes activities associated with gathering information about a given party (government agency, citizen, or corporation) that would be admissible in a court of law in an attempt to determine a legal question or matter.
BRM 1.16.4	Legal Prosecution and Litigation (BRM)	Legal Prosecution and Litigation includes all activities involved with presenting a case in a legal proceeding both in a criminal or civil court of law in an attempt to prove guilt/responsibility.
BRM 1.16.5	Resolution Facilitation (BRM)	Resolution Facilitation refers to those activities outside a court of law, such as mediation and arbitration, which may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, or corporation).
BRM 1.17	Natural Resources (BRM)	Natural Resources includes all activities involved in conservation planning, land management, and state park/monument tourism that affect the State's natural and recreational resources, both public and private. Note: Energy-related natural resources are covered in the Energy Management Line of Business.

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BRM 1.17.1	Water Resource Management (BRM)	Water Resource Management includes all activities that promote the effective use and management of the State's water resources. Notes: Environmental protection of water resources is included in the Environmental Management Line of Business. Hydroelectric energy production is included in the Energy Production Sub-Function.
BRM 1.17.2	Conservation, Marine and Land Management (BRM)	Conservation, Marine and Land Management involves the responsibilities of surveying, maintaining, and operating public lands and monuments, as well as activities devoted to ensuring the preservation of land, water, wildlife, and natural resources. It also includes the sustainable stewardship of natural resources on State owned/controlled lands for commercial use (e.g., mineral mining, grazing, forestry, fishing, etc.).
BRM 1.17.3	Recreational Resource Management and Tourism (BRM)	Recreational Resource Management and Tourism involves the management of state parks, monuments, and tourist attractions as well as visitor centers, campsites, and park service facilities.
BRM 1.17.4	Agricultural Innovation and Services (BRM)	Agricultural Innovation and Services involves the creation and dissemination of better methods for farming and forestry, including the development of improved and healthier agricultural and forestry products.
BRM 1.18	Transportation (BRM)	Transportation involves all State-supported activities related to the safe passage, conveyance, or transportation of goods and/or people.
BRM 1.18.1	Air Transportation (BRM)	Air Transportation involves the activities related to the safe passage of passengers or goods through the air. It also includes command and control activities related to the safe movement of aircraft through all phases of flight for commercial and military operations. Note: The protection of air transportation from deliberate attack is included in the Transportation Security Sub-function in the Homeland Security Line of Business.
BRM 1.18.2	Ground Transportation (BRM)	Ground Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over land. Note: The protection of ground transportation from deliberate attack is included in the Transportation Security Sub-Function in the Homeland Security Line of Business.
BRM 1.18.3	Water Transportation (BRM)	Water Transportation involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over sea and water. Note: The protection of maritime transportation from deliberate attack is included in the Transportation Security Sub-function in the Homeland Security Line of Business.
BRM 1.18.4	Space Operations (BRM)	Space Operations involves the activities related to the safe launches/missions of passengers or goods into aerospace and includes commercial, scientific, and military operations.
BRM 1.19	Workforce Management (BRM)	Workforce Management includes those activities that promote the welfare of the State's workforce by improving their working conditions, advancing opportunities for profitable employment, and strengthening free collective bargaining.
BRM 1.19.1	Training and Employment (BRM)	Training and Employment includes programs of job or skill training, employment services and placement, and programs to promote the hiring of marginal, unemployed, or low-income workers.
BRM 1.19.2	Labor Rights Management (BRM)	Labor Rights Management refers to those activities undertaken to ensure that employees and employers are aware of and comply with all statutes and regulations concerning labor rights, including those pertaining to wages, benefits, safety and health, whistleblower, and non-discrimination policies.
BRM 1.19.3	Worker Safety (BRM)	Worker Safety refers to those activities undertaken to save lives, prevent injuries, and protect the health of California's workers.

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BRM 2	Mode of Delivery (BRM)	The Mode of Delivery Business Area is tightly coupled with the Services for Citizens Business Area, and it describes the mechanisms the government uses to achieve the purpose of government. In other words, the Mode of Delivery represents the vehicle by which State government delivers its Services to Citizens.
BRM 2.1	Credit and Insurance (BRM)	Credit and Insurance involves the use of government funds to cover the subsidy cost of a direct loan or loan guarantee or to protect/indemnify members of the public from financial losses.
BRM 2.1.1	General Insurance (BRM)	General Insurance involves providing protection to individuals or entities against specified risks. The specified protection generally involves risks that private sector entities are unable or unwilling to assume or subsidize and where the provision of insurance is necessary to achieve social objectives.
BRM 2.1.2	Loan Guarantees (BRM)	Loan Guarantees involve any guarantee, insurance, or other pledge with respect to the payment of all or a part of the principal or interest on any debt obligation of a non-State borrower to a non-State lender, but does not include the insurance of deposits, shares, or other withdraw able accounts in financial institutions.
BRM 2.1.3	Direct Loans (BRM)	Direct Loans involve a disbursement of funds by the government to a non-State borrower under a contract that requires the repayment of such funds with or without interest.
BRM 2.2	Direct Services to Citizens (BRM)	Direct Services for Citizens refers to the delivery of a good or service to (or on behalf of) the citizenry by State government with no other intervening persons, conditions, or organizations.
BRM 2.2.1	Military Operations (BRM)	Military Operations, under proper authority, organize, resource and train forces with unique capabilities, serving the community state and nation.
BRM 2.2.2	Civilian Operations (BRM)	Civilian Operations describes the direct provision of a non-military service for the citizen by government employees.
BRM 2.3	State Financial Assistance (BRM)	State Financial Assistance refers to the provision of earned and unearned financial or monetary-like benefits to individuals, groups, or corporations.
BRM 2.3.1	State Grants (non-Local) (BRM)	State Grants involves the disbursement of funds by State government to a nonState entity to help fund projects or activities. This includes the processes associated with grant administration, including the publication of funds availability notices, development of the grant application guidance, determination of grantee eligibility, coordination of the peer review/evaluation process for competitive grants, the transfer of funds, and the monitoring/oversight as appropriate.
BRM 2.3.2	Direct Transfers to Individuals (BRM)	Direct Transfers to Individuals involves the disbursement of funds from State government directly to beneficiaries (individuals or organizations) who satisfy State eligibility requirements with no restrictions imposed on the recipient as to how the money is spent. Direct Transfers include both earned and unearned State entitlement programs such as Medicare, Social Security, unemployment benefits, etc.
BRM 2.3.3	Subsidies (BRM)	Subsidies involve State government financial transfers that reduce costs and/or increase revenues of producers.
BRM 2.3.4	Tax Credits (BRM)	Tax Credits allow a special exclusion, exemption, or deduction from gross income or which provide a special credit, a preferential rate of tax, or a deferral of tax liability designed to encourage certain kinds of activities or to aid taxpayers in special circumstances.
BRM 2.4	Knowledge Creation and Management (BRM)	Knowledge Creation and Management involves the programs and activities in which State government creates or develops a body or set of knowledge, the manipulation and analysis of which can provide inherent benefits for both the State and private sector.

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BRM 2.4.1	Research & Development (BRM)	Research and Development involves the gathering and analysis of data, dissemination of results, and development of new products, methodologies, and ideas.
BRM 2.4.2	General Purpose Data and Statistics (BRM)	General Purpose Data and Statistics includes activities performed in providing empirical, numerical, and related data and information pertaining to the current State of the State in areas such as the economy, labor, weather, international trade, etc.
BRM 2.4.3	Advising and Consulting (BRM)	Advising and Consulting involves the guidance and consultative services provided by State government to support the implementation of a specific Service for Citizen.
BRM 2.4.4	Knowledge Dissemination (BRM)	Knowledge Dissemination addresses those instances where the primary method used in delivering a service is through the publishing or broadcasting of information. It is not intended to address circumstances where the publication of information is a byproduct of the actual Mode of Delivery. For example, an agency might perform research (the Mode of Delivery) addressing a particular service for citizen (for example environmental management) and as a result publish a report on the findings. In this instance, the research would be the mode of delivery and publishing the report would be a Support Delivery of Service.
BRM 2.5	Public Goods Creation and Management (BRM)	The construction, manufacturing, administration, and/or management of goods, structures, facilities, common resources, etc. used for the general well being of the public or society at large.
BRM 2.5.1	Manufacturing (BRM)	Manufacturing involves all programs and activities in which State government produces both marketable and non-marketable goods.
BRM 2.5.2	Construction (BRM)	Construction involves all programs and activities in which State government builds or constructs facilities, roads, dams, etc.
BRM 2.5.3	Information Infrastructure Management (BRM)	Public Resources, Facilities, & Infrastructure Management involves the management and maintenance of government owned capital goods and resources (natural or otherwise) on behalf of the public, usually with benefits to the community at large as well as to the direct user. Examples of facilities and infrastructure include schools, roads, bridges, dams, harbors, and public buildings. Examples of resources include parks, cultural artifacts and art, endangered species, oil reserves, etc.
BRM 2.5.4	Public Resources, Facilities and Infra Management (BRM)	Information Infrastructure Management involves the management and stewardship of a type of information by State government and/or the creation of physical communication infrastructures on behalf of the public in order to facilitate communication. This includes the management of large amounts of information (e.g., environmental and weather data, criminal records, etc.), the creation of information and data standards relating to a specific type of information (patient records), and the creation and management of physical communication infrastructures (networks) on behalf of the public. Note: Information infrastructures for government use are not included here.
BRM 2.6	Regulatory Compliance and Enforcement (BRM)	Regulatory Compliance and Enforcement involves the direct monitoring and oversight of a specific individual, group, industry, or community participating in a regulated activity via market mechanisms, command and control features, or other means to control or govern conduct or behavior.
BRM 2.6.1	Inspections and Auditing (BRM)	Inspections & Auditing involves the methodical examination and review of regulated activities to ensure compliance with standards for regulated activity.

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BRM 2.6.2	Standard Setting/Reporting Guideline Development (BRM)	Standard Setting / Reporting Guideline Development involves the establishment of allowable limits associated with a regulated activity and the development of reporting requirements necessary to monitor and control compliance with allowable limits. This includes the development of requirements for product sampling and testing, emissions monitoring and control, incident reporting, financial filings, etc.
BRM 2.6.3	Permits and Licensing (BRM)	Permits and Licensing involves activities associated with granting, revoking, and the overall management of the documented authority necessary to perform a regulated task or function.
BRM 2.7	Transfers to State and Local Government (BRM)	Transfers to Local Governments involve the transfer of funds or financial assistance from State government to Local governments.
BRM 2.7.1	Formula Grants (BRM)	Formula Grants involves the allocation of money to Locals or their subdivisions in accordance with distribution formulas prescribed by law or administrative regulation, for activities of a continuing nature.
BRM 2.7.2	Project/Competitive Grants (BRM)	Project/Competitive Grants involves the funding, for fixed or known periods, of projects. Project/Competitive grants can include fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants.
BRM 2.7.3	Earmarked Grants (BRM)	Earmarked Grants involves the distribution of money to local governments for a named purpose or service usually specifically in appropriations language, or other program authorizing language.
BRM 2.7.4	Local Loans (BRM)	Local Loans involve all disbursement of funds by the government to a local government entity under a contract that requires the repayment of such funds with or without interest.
BRM 3	Support Delivery of Services (BRM)	Support Delivery of Services provides the critical policy, programmatic and managerial foundation to support State government operations.
BRM 3.1	Controls & Oversight (BRM)	Controls and Oversight ensures that the operations and programs of State government and its external business partners comply with applicable laws and regulations and prevent waste, fraud, and abuse.
BRM 3.1.1	Corrective Action (BRM)	Corrective Action involves the enforcement of activities to remedy internal or external programs that have been found noncompliant with a given law, regulation, or policy.
BRM 3.1.2	Program Evaluation (BRM)	Program Evaluation involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.
BRM 3.1.3	Program Monitoring (BRM)	Program Monitoring involves the data gathering activities required to determine the effectiveness of internal and external programs and the extent to which they comply with related laws, regulations, and policies.
BRM 3.2	Internal Risk Management and Mitigation (BRM)	Internal Risk Management and Mitigation involves all activities relating to the processes of analyzing exposure to risk and determining appropriate countermeasures.
BRM 3.2.1	Contingency Planning (BRM)	Contingency Planning involves the actions required to plan for, respond to, and mitigate damaging events.
BRM 3.2.2	Continuity of Operations (BRM)	Continuity of Operations involves the activities associated with the identification of critical systems and processes, and the planning and preparation required to ensure that these systems and processes will be available in the event of a catastrophic event.
BRM 3.2.3	Service Recovery (BRM)	Service Recovery involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.
BRM 3.3	Legislative Relations (BRM)	Legislative Relations involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of State government.
BRM 3.3.1	Legislation Tracking (BRM)	Legislation Tracking involves monitoring legislation from introduction to enactment.

Element ID	Element Name	Element Description
BRM 3.3.2	Legislation Testimony (BRM)	Legislation Testimony involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.
BRM 3.3.3	Proposal Development (BRM)	Proposal Development involves drafting proposed legislation that creates or amends laws subject to legislative action.
BRM 3.3.4	Legislative Liaison Operations (BRM)	Legislative liaison operations involves all activities associated with supporting the formal relationship between a State agency and the California Legislature.
BRM 3.4	Planning and Budgeting (BRM)	Planning and Budgeting involves the activities of determining strategic direction, identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.
BRM 3.4.1	Budget Formulation (BRM)	Budget Formulation involves all activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.
BRM 3.4.2	Capital Planning (BRM)	Capital Planning involves the processes for ensuring that appropriate investments are selected for capital expenditures.
BRM 3.4.3	Enterprise Architecture (BRM)	Enterprise Architecture is an established process for describing the current state and defining the target state and transition strategy for an organization's people, processes, and technology.
BRM 3.4.4	Strategic Planning (BRM)	Strategic Planning entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.
BRM 3.4.5	Budget Execution (BRM)	Budget Execution involves the legal (apportionment) and managerial (allotment and sub-allotment) distribution of budget authority to achieve results consistent with the formulated budget.
BRM 3.4.6	Workforce Planning (BRM)	Workforce Planning involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements.
BRM 3.4.7	Management Improvement (BRM)	Management Improvement includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.
BRM 3.4.8	Budget and Performance Integration (BRM)	Budget and Performance Integration involves activities that align State resources allocated through budget formulation, execution, and management actions with examinations of program objectives, performance, and demonstrated results such as performance-based agency budget submissions, and Financial Management Cost Accounting and Performance Measurement data.
BRM 3.4.9	Tax and Fiscal Policy (BRM)	Tax and Fiscal Policy encompasses analysis of the implications for economic growth and stability in California and the state tax and spending policies. This includes assessing the sustainability of current programs and policies, the best means for raising revenues, the distribution of tax liabilities, and the appropriate limits on debt.
BRM 3.5	Public Affairs (BRM)	Public Affairs involve the exchange of information and communication between State government, citizens and stakeholders in direct support of citizen services and public policy.
BRM 3.5.1	Customer Service (BRM)	Customer Services supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.
BRM 3.5.2	Official Information Dissemination (BRM)	Official Information Dissemination includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.

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Element ID	Element Name	Element Description
BRM 3.5.3	Product Outreach (BRM)	Product Outreach relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the number of customers/beneficiaries of those services and programs.
BRM 3.5.4	Public Relations (BRM)	Public Relations involves the efforts to promote an organization's image through the effective handling of citizen concerns.
BRM 3.6	Regulatory Development (BRM)	Regulatory Development involves activities associated with developing regulations, policies, and guidance to implement laws.
BRM 3.6.1	Policy and Guidance Development (BRM)	Policy and Guidance Development – involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.
BRM 3.6.2	Public Comment Tracking (BRM)	Public Comment Tracking involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.
BRM 3.6.3	Regulatory Creation (BRM)	Regulatory Creation involves the activities of researching and drafting proposed and final regulations.
BRM 3.6.4	Rule Publication (BRM)	Rule Publication includes all activities associated with the publication of a proposed or final rule.
BRM 3.7	Revenue Collection (BRM)	Revenue Collection includes the collection of government income from all sources. Note: Tax collection is accounted for in Taxation Management Sub-function in the General Government Line of Business.
BRM 3.7.1	Debt Collection (BRM)	Debt Collection supports activities associated with the collection of money owed to the California government.
BRM 3.7.2	User Fee Collection (BRM)	User Fee Collection involves the collection of fees assessed on individuals or organizations for the provision of Government services and for the use of Government goods or resources (e.g. State Parks).
BRM 3.7.3	State Asset Sales (BRM)	State Asset Sales encompasses the activities associated with the acquisition, oversight, tracking, and sale of non-internal assets managed by State government with a commercial value and sold to the private sector.
BRM 3.8	General Government (BRM)	General Government involves the general overhead costs of State government, including legislative and executive activities; provision of central fiscal, personnel, and property activities; and the provision of services that cannot reasonably be classified in any other Line of Business. As a normal rule, all activities reasonably or closely associated with other LoBs or Sub-functions shall be included in those LoBs or Sub-functions rather than listed as a part of general government. This Line of Business is reserved for central government management operations; agency-specific management activities would not be included here.
BRM 3.8.1	Central Fiscal Operations (BRM)	Central Fiscal Operations includes the fiscal operations that the Department of Finance, State Controller's Office, Treasurer's Office and Department of General Services performs on behalf of the government. Note: Tax-related functions are included within the Taxation Management Sub-function.
BRM 3.8.2	Legislative Functions (BRM)	Legislative Functions include the costs of the Legislative Branch.
BRM 3.8.3	Executive Functions (BRM)	Executive Functions involve the Governor's Office.
BRM 3.8.4	Central Property Management (BRM)	Central Property Management involves most of the operations of the Department of General Services.
BRM 3.8.5	Central Personnel Management (BRM)	Central Personnel Management involves most of the operating costs of the State Personnel Board and Department of Personnel Administration.
BRM 3.8.6	Taxation Management (BRM)	Taxation Management includes activities associated with the implementation of the state tax codes and the collection of taxes in California.

Element ID	Element Name	Element Description
BRM 3.8.7	Central Records and Statistics Management (BRM)	Central Records and Statistics Management involves the operations surrounding the management of official documents, statistics, and records for the entire State government. This Sub-function is intended to include the management of records and statistics for State government as a whole. Note: Many agencies perform records and statistics management for a particular business function and as such should be mapped to that line of business. The Central Records and Statistics Management is intended for functions performed on behalf of the entire State government.
BRM 4	Management of Government Resources (BRM)	Management of Government Resources refers to the support activities that enable the government to operate efficiently.
BRM 4.1	Supply Chain Management (BRM)	Supply Chain Management involves the purchasing, tracking, and overall management of goods and services.
BRM 4.1.1	Goods Acquisition (BRM)	Goods Acquisition involves the procurement of physical goods, products, and capital assets to be used by State government.
BRM 4.1.2	Inventory Control (BRM)	Inventory Control refers to the tracking of information related to procured assets and resources with regard to quantity, quality, and location.
BRM 4.1.3	Logistics Management (BRM)	Logistics Management involves the planning and tracking of personnel and their resources in relation to their availability and location.
BRM 4.1.4	Services Acquisition (BRM)	Services Acquisition involves the oversight and/or management of contractors and service providers from the private sector.
BRM 4.2	Human Resource Management (BRM)	Human Resource Management involves all activities associated with the recruitment and management of personnel.
BRM 4.2.01	HR Strategy (BRM)	HR Strategy develops effective human capital management strategies to ensure State organizations are able to recruit, select, develop, train, and manage a high-quality, productive workforce in accordance with merit system principles. This sub-function includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.
BRM 4.2.02	Staff Acquisition (BRM)	Staff Acquisition establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with merit system principles. This sub-function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.
BRM 4.2.03	Organization & Position Management (BRM)	Organization and Position Management designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.
BRM 4.2.04	Compensation Management (BRM)	Compensation Management designs, develops, and implements compensation programs that attract, retain and fairly compensate agency employees. In addition, designs, develops, and implements pay for performance compensation programs to recognize and reward high performance, with both base pay increases and performance bonus payments. This sub-function includes: developing and implementing compensation programs; administering bonus and monetary awards programs; administering pay changes; managing time, attendance, leave and pay; and managing payroll.

Element ID	Element Name	Element Description
BRM 4.2.05	Benefits Management (BRM)	Benefits Management designs, develops, and implements benefit programs that attract, retain and support current and former agency employees. This sub-function includes: establishing and communicating benefits programs; processing benefits actions; and interacting as necessary with third party benefits providers.
BRM 4.2.06	Employee Performance Management (BRM)	Employee Performance Management designs, develops, and implements a comprehensive performance management approach to ensure agency employees are demonstrating competencies required of their work assignments. Design, develop and implement a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission accomplishment. This sub-function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach.
BRM 4.2.07	Employee Relations (BRM)	Employee Relations designs, develops, and implements programs that strive to maintain an effective employer-employee relationship that balance the agency's needs against its employees' rights. This sub-function includes: addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing employee accommodation; administering employees assistance programs; participating in administrative third party proceedings; and determining candidate and applicant suitability.
BRM 4.2.08	Labor Relations (BRM)	Labor Relations manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.
BRM 4.2.09	Separation Management (BRM)	Separation Management conducts efficient and effective employee separation programs that assist employees in transitioning to non-State employment; facilitates the removal of unproductive, non-performing employees; and assists employees in transitioning to retirement.
BRM 4.2.10	Human Resources Development (BRM)	Human Resources Development designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This sub-function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs; and evaluating the overall effectiveness of the agency's employee development approach.
BRM 4.3	Administrative Management (BRM)	Administrative Management involves the day-to-day management and maintenance of the internal infrastructure.
BRM 4.3.1	Facilities, Fleet and Equipment Management (BRM)	Facilities, Fleet, and Equipment Management involves the maintenance, administration, certification and operation of office buildings, fleets, machinery, and other capital assets that are possessions of State government.
BRM 4.3.2	Help Desk Services (BRM)	Help Desk Services involves the management of a service center to respond to government and contract employees' technical and administrative questions.
BRM 4.3.3	Security Management (BRM)	Security Management involves the physical protection of an organization's personnel, assets, and facilities (including security clearance management). Note: Activities related to securing data and information systems are addressed under the "Information Systems Security" Sub-function.
BRM 4.3.4	Travel (BRM)	Travel involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.

Element ID	Element Name	Element Description
BRM 4.3.5	Workplace Policy Development and Management (BRM)	Workplace Policy Development and Management includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.
BRM 4.4	Information and Technology Management (BRM)	Information and Technology Management involves the coordination of information and technology resources and systems required to support or provide a service.
BRM 4.4.1	Lifecycle/Change Management (BRM)	Lifecycle/Change Management involves the processes that facilitate a smooth evolution, composition, and workforce transition of the design and implementation of changes to agency resources such as assets, methodologies, systems, or procedures.
BRM 4.4.2	System Development (BRM)	System Development supports all activities associated with the in-house design and development of software applications.
BRM 4.4.3	Systems Maintenance (BRM)	System Maintenance supports all activities associated with the maintenance of in-house designed software applications.
BRM 4.4.4	IT Infrastructure Maintenance (BRM)	IT Infrastructure Maintenance involves the planning, design, and maintenance of an IT Infrastructure to effectively support automated needs (e.g., platforms, networks, servers, printers, etc.).
BRM 4.4.5	Information Systems Security (BRM)	Information Systems Security involves all functions pertaining to the protection of State information and information systems from unauthorized access, use, disclosure, disruptions, modification, or destruction, as well as the creation and implementation of security policies, procedures and controls.
BRM 4.4.6	Records Retention (BRM)	Record Retention involves the operations surrounding the management of the official documents and records for an agency.
BRM 4.4.7	Information Management (BRM)	Information Management involves the coordination of information collection, storage, and dissemination, and destruction as well as managing the policies, guidelines, and standards regarding information management.
BRM 4.4.8	Information Sharing (BRM)	Information Sharing relates to any method or function, for a given business area, facilitating: data being received in a usable medium by one or more departments or agencies as provided by a separate department or agency or other entity; and data being provided, disseminated or otherwise made available or accessible by one department or agency for use by one or more separate departments or agencies, or other entities, as appropriate.
BRM 4.4.9	System & Network Monitoring (BRM)	System and Network Monitoring supports all activities related to the real-time monitoring of systems and networks for optimal performance.
BRM 4.5	Financial Management (BRM)	The use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.
BRM 4.5.1	Accounting (BRM)	Accounting entails accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of State funds and expenditure of State appropriations (Salaries and Expenses, Operation and Maintenance, Procurement, Working Capital, Trust Funds, etc.), in accordance with applicable State standards.
BRM 4.5.2	Funds Control (BRM)	Funds Control includes the management of the State budget process including the development of plans and programs, budgets, and performance outputs as well as financing State programs and operations through appropriation and apportionment of direct and reimbursable spending authority, fund transfers, investments and other financing mechanisms.

Element ID	Element Name	Element Description
BRM 4.5.3	Payments (BRM)	Payments includes disbursements of State funds, via a variety of mechanisms, to State and private individuals, State agencies, local governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, grants, subsidies, loans, or claims.
BRM 4.5.4	Collections and Receivables (BRM)	Collections and Receivables includes deposits, fund transfers, and receipts for sales or service.
BRM 4.5.5	Asset and Liability Management (BRM)	Asset and Liability Management provides accounting support for the management of assets and liabilities of State government.
BRM 4.5.6	Reporting and Information (BRM)	Reporting and Information includes providing financial information, reporting and analysis of financial transactions.
BRM 4.5.7	Cost Accounting / Performance Management (BRM)	Cost Accounting / Performance Measurement is the process of accumulating, measuring, analyzing, interpreting, and reporting cost information useful to both internal and external groups concerned with the way in which an organization uses, accounts for, safeguards, and controls its resources to meet its objectives. Cost accounting information is necessary in establishing strategic goals, measuring service efforts and accomplishments, and relating efforts to accomplishments. Also, cost accounting, financial accounting, and budgetary accounting all draw information from common data sources.